



Case study: Galway University Hospital, Ireland

Optimizing clinical operations through Performance Transformation

Irish hospital enhanced its processes, streamlined operations,
and improved the patient experience

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Value Advisory Services conducted two Rapid Improvement Events (RIEs) together with the radiology team at Saolta University Health Care Group, Galway University Hospital (GUH), Ireland. A RIE is a short-term, high-impact tool rooted in Lean methodology.

The five-day teamwork session enables the planning, testing, and implementation of immediate process and workflow improvements. After 30 days, a review of results showed that the RIEs created sustainable outcomes and additional value for GUH:

↑
95%

Interventional Radiology procedures now ordered via the intranet – a 25% increase

↓
-83%

Handovers between the CT team and the wards

↓
-11%

Waiting time for CT priority two and three inpatients¹

↑
+47%

Correctly prepared Interventional Radiology patients



“Our Value Partnership with Siemens Healthineers, encompassing the RIE approach, helped bring about significant and meaningful change to solve problems that I had previously thought insoluble.”

Dr. John Bruzzi
Clinical Lead of Radiology, GUH, Galway, Ireland

¹ There are three levels of priorities for inpatients at GUH. Priority one patients are more urgent and get appointments earlier than priority two and three patients.

The challenge

GUH radiology staff recognized a need for change to keep pace with the evolving healthcare environment. However, constraints within Ireland's hospital system, in addition to high management turnover in the department, made it difficult to change processes and improve workflows. Furthermore, the involvement of multiple stakeholders for each patient examination added to the inertia. This led to a high number of cancellations, unprepared patients, delays, and growing waiting lists. Both staff and patients were increasingly dissatisfied and distressed.

The objective

The transformation project focused on the scheduling and patient preparation processes for CT and Interventional Radiology. The aim was to improve communication between stakeholders, remove unnecessary process steps, and motivate staff to embrace a culture of change and continuous improvement.

The solution

Siemens Healthineers introduced GUH to the concept of Lean transformation, an approach that enables the delivery of increased value for patients as well as staff. The starting point is a 'value stream analysis' to identify non-value-adding activities within a specific process. Opportunities for improvement are then identified, and the desired state defined. Finally, the vision is turned into reality by means of RIEs.

The bottom line

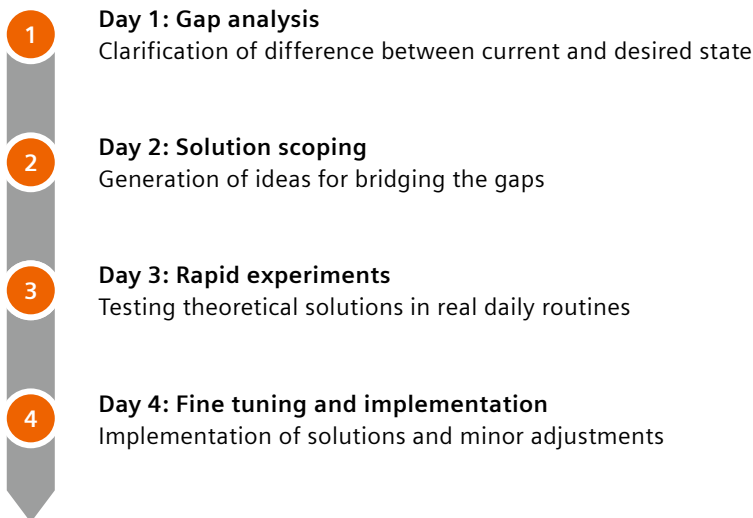
A Value Partnership with Siemens Healthineers delivers fast results that make a real difference. At GUH, the success of the new processes was apparent after just one week. A 30 day review confirmed sustainable change. Staff is proud of what they have achieved and patient care is considerably better.



Simpler Consulting – our trusted partner in Lean consulting:

For the execution of Improvement Events
Siemens Healthineers collaborates with Simpler
Consulting, an IBM Company.

Rapid Improvement Event – Five-day Lean transformation process



5 Day 5: Adoption of solutions and standard procedures



Interventional Radiology

- Standard Operating Procedure (SOP)
- Standard procedure form
- New policy for transparent scheduling
- New workflow for procedure pooling
- Proactive hand-off for first case of the day, the day before
- Visual management board to track patient flow



Computed Tomography

- Hub on individual wards providing a preparation checklist and contrast agent at a standardized location
- Checklist to ensure radiographer receives patient information prior to scan
- Restructured CT schedule to accommodate ward staff availability at busy times and decrease waiting times

Do you want to collaborate with Value Advisory Services to optimize your operations?

Get in contact:



[siemens-healthineers.com/consulting](https://www.siemens-healthineers.com/consulting)



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Key clinical and operational improvements



About Galway University Hospital, Ireland:

- University Hospital
- 664 beds, 3,400 staff
- 38,500 inpatients and 271,000 outpatients
- 24/7 service delivery, acute service, supra regional center for cancer and cardiac services

Interventional Radiology

↑
+25%

Intranet orders

Intranet orders increased from 70% to 95%. This buy-in to one consistent approach has optimized clinical operations.

↑
+47%

Patients prepared correctly

The new streamlined processes enable a more proactive approach to patient preparation, which is now nearly 50% more likely to have been carried out correctly. Hand-off then goes smoothly, saving time for patients and staff.

↑
+40%

100% of patients scheduled the day before and all parties informed

Scheduling of patients the day before rose from 60% to 100%. This reduces the need for unexpected administration on the day and facilitates smooth running of the department.



Pooled patient list established

A pooled patient list was established for general procedures. Two slots per day on each specialist list are reserved for those patients. This creates flexibility and allows administrators to optimize the booking system.

Computed Tomography

↓
-83%

Handovers between departments

The average number of interactions per patient between radiology and ward staff decreased from 41 to 7. This has improved the working environment and freed up staff time to focus on other priorities.

↑
+57%

Inpatient CT scans

The average number of inpatient CT scans increased from 33 to 53 per day. This reflects the greater efficiency of the department and helps to cut waiting lists.

↓
-12%

Waiting time for inpatients

The waiting time from request to scan for priority two and three inpatients dropped from an average of 52 hours to about 46 hours. This supports the shift towards earlier diagnosis and delivers outcomes that matter to patients.



Telephone-related stress reduced

Before the Value Partnership, it could be hard for staff to do their job as the phone was constantly ringing. The new processes have greatly reduced these calls. Thus, staff is more relaxed and better able to deliver excellent patient care.

About Value Partnerships

Siemens Healthineers Value Partnerships are long-term, performance-oriented, collaborative engagements. We bring a combination of clinical insight, medical technology innovation, strategic vision, implementation expertise, and operational excellence to the table for you. As trusted partners, we help you formulate and achieve your strategic goals, increasing enterprise-wide value.

Value Partnerships drive value across your entire enterprise with focus on four domains: Technology, Operations, Workforce and Facility. Furthermore, together we enable breakthroughs through holistic and transformative initiatives such as Strategic Transformation and Digital Innovation.

Disclaimer

The products/features and/or service offerings (here mentioned) are not commercially available in all countries and/or for all modalities.

If the services are not marketed in countries due to regulatory or other reasons, the service offering cannot be guaranteed. Please contact your local Siemens Healthineers organization for more details.

The results described herein by customers of Siemens Healthineers were achieved in the customer's unique setting. Since there is no "typical" hospital and many variables exist (e.g., hospital size, case mix, level of IT adoption), there can be no guarantee that other customers will achieve the same results

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